SALES MERCHANDISER

R.J. Reynolds Tobacco Co./Sales Dept /Jan.-Feb. 1985

'Handing' it to the field

51859 5767

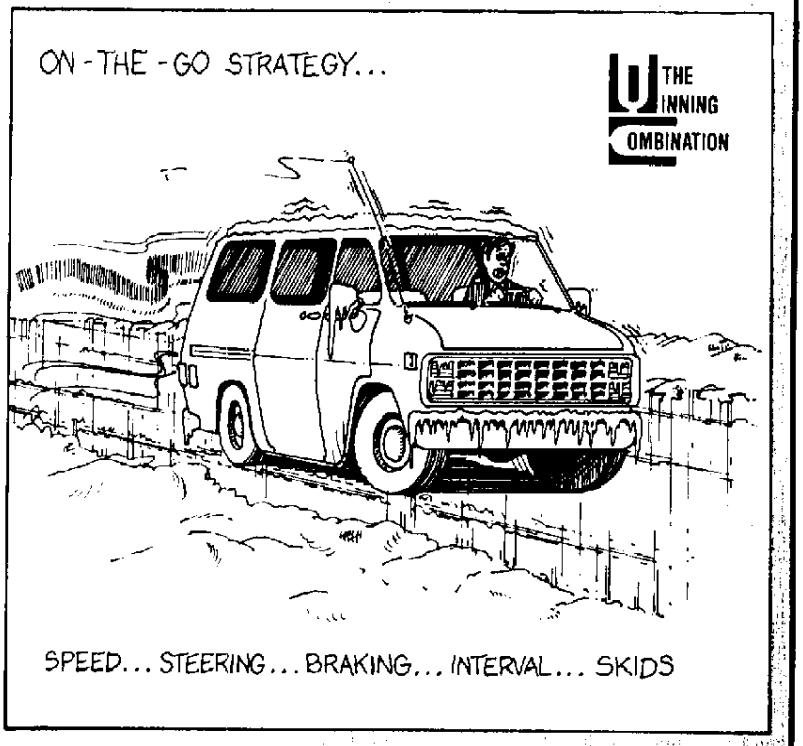
Source: https://www.industrydocuments.ucsf.edu/docs/qnfn0000

Winter conditions demand extra safety precautions

Editor's note: With this issue, Merchandiser begins a series of columns focusing on safe-driving techniques. The Winning Combination, which began Jan. 1, offers you the opportunity to win valuable prizes for safe driving and proper vehicle maintenance. But the most valuable prize you can earn from proper attention to your vehicle is your personal safety and that of your loved ones.

Here are some winter weather driving tips that might help make you a winner in The Winning Combination.

- **Speed**: Reduce speed when there's snow or ice on the road, which makes for less traction and increases the risk of skidding.
- **Steering**: Avoid abrupt steering movements to turn a corner or change lanes. Anticipate moves and steer gradually.
- **Braking**: Squeeze your brakes with a slow, steady pressure until just before they lock. When you feel them nearing lockup, ease off. Pause briefly, then squeeze again. Keep in mind that slamming on the brakes locks them and takes away all your steering control.
- **Interval**: Increase your following distance when the road is snowy or icy. Double or triple the normal interval is the safe way to go.
- **Skids**: To steer out of a skid you must take action as soon as possible. Stay off the brakes, ease off the accelerator and steer in the direction you want the front of the car to go.



Board announces stock buy-back

R.J. Reynolds Industries, Inc. has announced that its board of directors has approved the repurchase of up to 7 million shares of its common stock during 1985. Such repurchase may be made in negotiated transactions in the open market or otherwise.

RJR has appointed Salomon Brothers as agent to repurchase the first 2 million shares.

The 1985 stock repurchase is part of a continuing program that began with a tender offer for 10 million shares, which was completed in 1984. RJR says it expects the share repurchase program to continue in future years.

Ritz to be tested in four locations

The company will test Ritz, the first luxury class cigarette created by Yves Saint Laurent, in four locations beginning March 4.

In Atlanta and Washington state, Ritz will be priced equal to standard 100mm brands. In Memphis and Oklahoma City, it will carry a premium price.

"This strategy will tell us whether the market is ready for a premium-priced luxury cigarette," said com-

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On the cover

Kimberly A. Williams and Steve A. Gwilliams, both of the Charleston, W.Va., division, were among the members of the Richmond sales region who recently found that learning to use hand-held computers is easy and fun. See page 6.

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MEMO

From the Vice President — Field Sales

Winners make commitments

Every so often, our field managers send in interesting articles that are worth sharing with the entire Sales Department. Such an article was recently sent by Ron Dyer, our director in the South Atlantic Sales Area:

The Winner - The Loser

The winner is always a part of the answer;
The loser is always a part of the problem.
The winner always has a program;
The loser always has an excuse.
The winner says "Let me do it for you";
The loser says "That's not my job."
The winner sees an answer for every problem;
The loser sees a problem in every answer.
The winner sees a green bottom light;
The loser sees a red near every green.
The winner says "It may be difficult, but it's possible";
The loser says "It may be possible, but it's too difficult."
A winner works harder than a loser and has more time;
A loser is always "too busy" to do what is necessary.
A winner makes commitments;
A loser makes promises.

In view of our "Commitment" theme for 1985, the words "A winner makes commitments" sums it up for all of us.

At your recent regional meeting, you had the opportunity to get a feel for the direction set for the sales force in 1985. You were exposed to new ideas that will greatly influence the way we conduct our business. And you were told that the Sales Incentive Plan has been changed this year to encompass goals that are measurable on a day-to-day basis.

But volume is still our No. 1 objective in 1985, and it will be the measure through which we judge ourselves as winners or losers at the end of the year.

You are winners. I know it and you know it. I'm confident that you will prove it once again in 1985.

Sincerely,

Ralph Angiuoli

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Miskewycz joins Ohio U Hall of Fame

Ihor Miskewycz, vending sales manager - field in the Cleveland, Ohio, chain division, and a 1968 All-American soccer player, has been elected to the Ohio University Athletic Hall of Fame.

A 1969 graduate of Ohio University, Miskewycz was named All-American by the NCAA Coaches' Association in 1968. He was also All-Midwest and All-Ohio twice each, and he was the only unanimous pick by the coaches for All-Midwest Honors in 1967 and 1968.

Miskewycz was named Most Valuable Player in 1968 when he led his team to a school record-tying 7-3-1 season. He was the team captain and was also voted the best defensive player in the Ohio Intercollegiate Association that year.

Miskewycz still plays soccer, as a member of the Brunswick (Ohio) Traveling Men's Team of the Greater Akron League. He is also a certified official and has coached a women's soccer team for the past two years.

He began playing soccer when he was nine years old. "I got interested in soccer because it was in my ethnic background," he says, noting that he was born in Germany of Ukrainian parents. "It was something that I was aware of, and it was right for me."

Soccer is apparently right for his family, too. Miskewycz's wife, Daria, and two of his daughters, Nicole and Dariann, are also avid soccer players. Daria plays a forward position in the Brunswick Women's League.

O'Hare's efforts earn prestigious TAN award

Kevin M. O'Hare, assistant division manager in the Manhattan, N.Y., division, has been honored as the 1984 New York Distinguished Tobacco Action Activist of the Year.

O'Hare received the award because of his commitment and perseverance during his two-year fight against restrictive public smoking legislation in Suffolk County, N.Y.

The bill passed last year, but in a much less restrictive form than that originally proposed, according to Ric Scanlan, vice president for the New York, New Jersey and Pennsylvania region of The Tobacco Institute.

"Because of Kevin's efforts, we were able to generate a lot of opposition and ultimately, they kept watering the legislation down," said Scanlan.

Scanlan noted that O'Hare was among 12 candidates for the Distinguished Activist award, the highest honor paid by the Tobacco Action Network, a grassroots organization of individuals who are committed to defeating restrictive tobacco legislation.

O'Hare's efforts included spending several hours each week mobilizing opposition to the legislation through petitions, phone calls and letters to Suffolk County legislators. He was also instrumental behind the scenes in arranging meetings between the legislators and Tobacco Institute representatives.

O'Hare was particularly effective because he has long been active in Suffolk County politics and was acquainted with and had access to many of the key legislators, Scanlan said. "He paved the way for us and introduced us to legislators and businessmen," Scanlan noted. "He was the catalyst for most of our efforts."

The legislation, which restricts smoking in some Suffolk County businesses and restaurants, was first introduced in 1982. Through the broadbased opposition initiated by O'Hare, the bill went through 10 versions before being passed by the legislature and sent to the county executive in February 1984.

Knowing that the county executive had 30 days to sign or veto the bill, O'Hare pulled out all the stops, mounting a final letter, phone and petition drive which prompted the county executive to veto the bill and send it back to the legislature. The bill's 11th version, which was less restrictive, finally passed.

O'Hare admits that he is disappointed that he wasn't able to defeat the bill. But he notes with pride that the legislation would have been much more restrictive if he had not gotten involved.

"I guess the real motivational factor was that here I had legislators I had worked for for years and I had never asked for a thing in return," he said. "I decided that it doesn't hurt to tell these people how you feel. I work for a tobacco company and I'm proud of it."

Getting the award, O'Hare adds, "was sort of a surprise for me. According to Ric Scanlan, it was only the second time a Reynolds Tobacco employee got it, and that's in this state, where Philip Morris has its headquarters. I'm sort of proud of that."

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New vans to have improved storage

Each new company van will have an improved storage rack that will allow field sales employees to better organize their product and sales materials, according to Larry W. Giddens, manager - Fleet Administration.

Giddens says the new vans will:

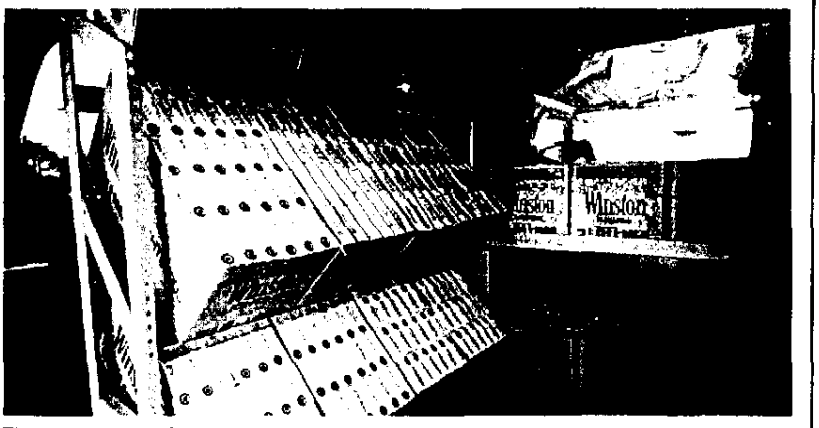
- Increase cigarette capacity to 23 half-cases;
- Increase the aisle space in the cargo area;
- Contain point-of-sale racks that can hold about 2,400 pieces of material;
- Improve product security; and
- Provide book shelf for manuals.

"The wheel base and seating arrangements in the Ford and Chevrolet vans made it necessary to build two slightly different configurations," Giddens says. "The cigarette and point-of-sale capacity are the same, but the layouts differ.

"At the time of van replacement," he notes, "consideration should be given to the make and model van a representative prefers and to the rack configuration that he or she feels would best suit his or her needs."

The company began issuing vans in 1980 and more than 90 percent of the field sales force is now working out of vans, Giddens says.

POS racks are on the right side (from rear) of the Chevy fan.



The left side of the Chevy van has room to store POS and half-cases.

The Ford van also has cases on the left and racks on the right.

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Hand-helds are easy to learn, say Richmond representatives

"To be honest with you, when we first began hand-held computer training in December 1983, a lot of our people in the field were nervous about it. That's because they didn't know what to expect," said Richard J. Luongo, national manager - Sales Training and Development.

"But now, most of our reps are really looking forward to getting the hand-helds because they've heard how easy they are to use and how helpful they are."

The attitudes of members of the Richmond sales region who gathered in January for their annual meetings and for hand-held computer training confirmed Luongo's assessment.

"It's quite easy. I was really surprised," said Area Sales Representative Randy Smith, an 11-year Reynolds Tobacco veteran assigned to the Richmond division. "It's a lot simpler than I thought it would be. All you have to do is answer the questions."

Richmond division Area Sales Representative Margaret Adams agreed. "It's just a matter of getting used to where the keys are — just like a calculator," said Adams, who has been with the company for seven years. "I can see where in a week it will be second nature."

"I'm excited," said Area Sales Representative Kimberly A. Williams of the Charleston, W.Va., division. "I've heard nothing but positive feedback about the hand-held computer. Everyone says it simplifies the paperwork, and anything that simplifies our job is definitely a worthwhile investment.

"I've heard people say that once you get used to it, you can operate this thing without even looking at it and that means getting the job done faster," she said.

Area Sales Representative Steve A. Gwilliams, also of the Charleston division, echoed her comments. "I think it's great," he said. "With Compumark, you have to make sure you dot it in perfectly. I think this will speed things up and it will cut down on mistakes too."

Williams and Gwilliams have each been with the company for two years, and both were exposed to computers in college so neither was nervous about learning to use the hand-held computers. But both agreed that even if they had not had that exposure, they would have welcomed the training because of the comments they have heard from Field Sales employees who are already using the system.

Among those already using the hand-helds are the members of the Roanoke, Va., division, which is part of the Richmond sales region. The Roanoke division had been part of the Winston-Salem sales region in late 1983 when that region became the first in the nation to use hand-held computers.

'It's a lot simpler than I thought it would be.'
— Randy Smith

'I can see where in a week it will be second nature.'
— Margaret Adams

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Source: https://www.industrydocuments.ucsf.edu/docs/qnfn0000

"I will admit that, at first, I was scared to death," said Area Sales Representative Jim Staton, a 27-year Reynolds Tobacco veteran assigned to the Roanoke division. "It was entirely new to me. But I had good training from the South Atlantic Sales Area staff.

"I would advise people going through the training to pay attention and enjoy the meeting. And remember, you always have the help-desk phone number to call if you have a problem.

Area Sales Representative Charles E. Nunley, also of the Roanoke division, admits that he, too, was apprehensive about learning to use the hand-held computer. "But as soon as we got into the training, everything was really simple. After the first couple of days in the store using the hand-held, you feel comfortable with it."

Nunley, an eight-year RJR veteran, added that he would go back to Compumark "only if it was the only way to keep my job with Reynolds Tobacco. The hand-held is a great timesaver and it makes reporting fun. A lot of these people who are scared to death of it now are going to be tickled to death with it a month from now."

Richmond Regional Sales Manager Bill Reece agreed. "It is the simplest, most fantastic piece of equipment I have ever used," he told members of his region just before they began hand-held training. "Believe me, it's simple."

As of March 1, hand-held computers were being used in 10 sales regions: Atlanta, Cincinnati, Dallas, Denver, Houston, Indianapolis, Philadelphia, Richmond, Washington, D.C., and Winston-Salem. According to Luongo, the system is scheduled to be in use nationwide by the end of this year, with training scheduled for two regions each month. In March, the New Jersey and St. Louis regions will start using the hand-held computers.

continued on next page

Standing (left to right), ADM Ellis L. Banks and Dick Luongo, national manager - Sales Training and Development, assist members of the Richmond, Va., division.

Standing (left to right), DM Jack Harper; Richmond Regional Manager Bill Reece; Greg Young, sales training manager in the Home Office; and Ron Evans, sales director in the North Central Sales Area, assist members of the Charleston, W.Va., division.

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Luongo notes that the benefits of the hand-held computer are numerous. The hand-helds can record volumes of information simply and accurately and, through advanced telecommunications, they can deliver that information to corporate headquarters in a matter of minutes. From headquarters, the main computer sorts and relays data to appropriate departments and division offices.

The hand-held computer contains a master file of each customer, including product inventory, sales and placement of merchandising displays. It helps sales reps keep track of what they sell, how much they sell and how it was sold. And it gives them access to that information anywhere, any time of the day.

'It's like going from a horse and buggy . . . to a jet.'
— Jack Harper

Greg Young, sales training manager in the Home Office, noted that it takes a lot of coordination between the sales area staff, the Home Office staff and region and division management to ensure that all equipment and materials are ready for each regional rollout.

Training takes two-half days, followed by two practice days. "After that, it's only a matter of a few days of actually using the hand-held in calls before the sales rep wonders how he or she ever got along without it," said Young.

"I have heard a lot about the hand-held computer, but it's even more than I expected," said Area Sales Representative Dennis Brent, a two-year veteran in the Richmond division. "I am totally positive about the training. The computer will be a big help in my assignment."

"One thing I know for sure," said George Schachle, military and institutional sales manager in the Norfolk, Va., division, "the computer has a much better memory than I have.

"I have seen a lot of changes in my 29 years with the company. This computer has got to be one of the biggest, and I'm looking forward to it."

Area Sales Representative R.H. Armentrout of the Charleston division was also enthusiastic about learning to use the hand-held. "It will save us a lot of time and we'll have more accurate, more timely and more complete information," he said. "It's like Ron Evans said last night, we've seen so much change in the last five years and all of this change is making us more effective.

"Ten years ago, I might have been upset about it, but the way things are going, I look forward to it," said Armentrout, who has been with the company for 15 years. "To me, this will beat filling out those black dots any day."

Evans, the sales director in the North Central Sales Area, told

Richmond region personnel that the hand-held computer promises to give Reynolds Tobacco the most technologically advanced Field Sales force in the industry. "Reynolds Tobacco is on the move," he said. "And you're moving it."

Jack Harper, the division manager in Charleston, and Ben Becraft, the division manager in Bristol, Tenn., both said they were excited about the capabilities of the new system. They and the other division managers learned to use the hand-helds a couple of weeks before they taught their division members how to use them.

Harper, who has been with the company 36 years, and Becraft, who joined the company 21 years ago, have both seen a lot of change over the years. But few changes have been as dramatic or as important as instituting computerized sales call reporting, they said. In Harper's words, "It's like going from a horse and buggy . . . to a jet."

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Source: https://www.industrydocuments.ucsf.edu/docs/qnfn0000

Top left: Personal attention for each sales representative from division managers, assistant division managers and members of the Home Office training staff aid the reps in quickly getting comfortable with the hand-held computers.

Top: Using the hand-helds is almost as easy as opening the box. By the end of the year, every sales region in the country should be on-line with hand-held computers.

Left: ADM Cristi J. Morrow stands by to give assistance to members of the Bristol, Tenn., division as they begin their hand-held training.

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Source: https://www.industrydocuments.ucsf.edu/docs/qnfn0000

Belniak upgrades plan at Next Door Store

Area Sales Representative **M.A. Belniak** of the Springfield, Mass., division has upgraded the Next Door Store in Pownal, Vt., from a D-11 to a D-15. Belniak also sold the account on a cash register position PCD. Next Door Store averages 2,000 cartons of cigarettes a week.

Gillio boosts impact at Food Circus chain

Assistant Division Manager **R.M. Gillio** of the Central Jersey, N.J., division has significantly increased RJR presence at Food Circus, a 13-store chain that has seven stores using self-service cartons on end-cap.

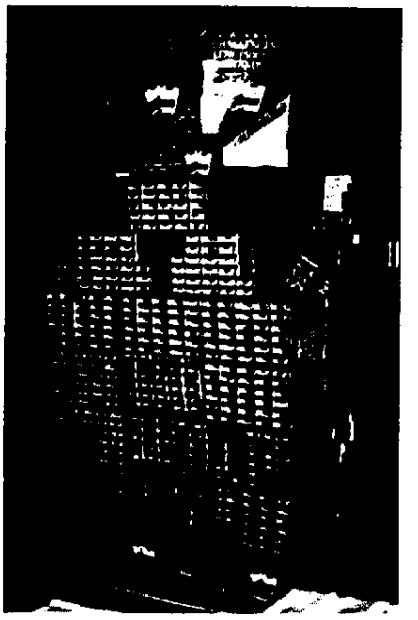
Gillio placed three stores on D-11 shelf plans. He also received approval to place Doral Savings Centers in nine stores and sold two stores on selling loose packs at beltline.

Further authorization was granted for exclusive advertising, as well as checklane displays. The chain currently averages 700 cartons a week.

Williams locks deal at Tennessee prison

Area Sales Representative **D.R. Williams** of the Knoxville, Tenn., division has sold the Regional Corrective Institute (formerly Brushy Mountain State Prison) in Wartburg, Tenn., on stocking Doral instead of generics. The prison store averages 500 cartons a week, 300 of which are generics.

Williams convinced the buyer to make the switch by providing him with a pack of Doral and asking him to conduct his own comparison. The result: an initial order for 450 cartons of Doral.



Johnston makes a case for Doral at Eglin.

Johnston's displays make case for Doral

J.M. Johnston, military and institutional sales manager in the Panama City, Fla., division, has had outstanding success in using case displays to make consumers aware of the Doral proposition at Eglin and Tyndall AFB commissaries.

At Eglin, where Johnston placed a 60-case display, 10 cases of Doral were sold in 6½ hours. The entire inventory was sold in less than 22 days and an additional 10 cases were ordered. Current movement is 50 cases a month.

At Tyndall, where he placed a 40-case display, 14 cases were sold in 1½ days and an additional 23 cases were sold during the next nine days. The success of the display prompted Tyndall to place an additional 40-case order.

Baumann's ride/withs push brands to 12.6

During ride/withs with four vendors, **Fred Baumann**, assistant division manager in the Knoxville, Tenn., division, made 694 new placements, placed 567 pieces of POS/PDI and provided the vendors with all new fronts. Baumann's efforts boosted RJR brand average from 9.8 to 12.6 in the 367 machines owned by ARA Vending, East Tennessee Vending, Star Vending and Roane Vending.

Serrano proves power of manning displays

Mike Serrano, military and institutional sales manager in the San Diego, Calif., chain accounts division, has proved the power of manning military Doral displays.

Manning the displays at the March and Norton AFB commissaries for 23½ hours resulted in 605 interceptions and 459 conversions to RJR brands (258 Doral; 201 other). The overall conversion rate was 75.9 percent and the conversion rate of generic smokers was 97 percent. A majority of the customers made multiple carton purchases, averaging 2.75 cartons per person. A total of 1,262 cartons were sold during the drive.

Armstrong's ride/with raises brand average

F.J. Armstrong, vending sales manager - field in the Miami chain accounts division, made 778 placements during a recent ride/with program with Miami Cigarette D&B Vendors (610 machines). The placements raised D&B's RJR brand average from 9.7 to 10.4.

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Source: https://www.industrydocuments.ucsf.edu/docs/qnfn0000

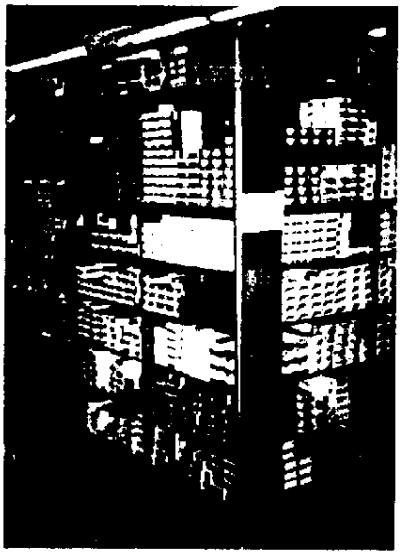
Elliott scores three in southern Kentucky

Area Sales Representative **G.W. Elliott** of the Lexington, Ky., division has scored a trio of accomplishments in Corbin and Williamsburg, Ky.

At Piggly Wiggly in Corbin, he replaced 20 feet of gondola with a shop-around fixture consisting of four 840s with a universal package unit on one end.

In Williamsburg, Elliott gave IGA a Flex look. The placement uses a Flex conversion kit with a standard 180 universal with two 6-wides and an end-cap package unit, along with two Cigarette Savings Centers.

At Food World, also in Williamsburg, Elliott placed two 1120s end to end, with two 840s placed sideways, front and back. This shop-around fixture also replaced gondola shelving.



IGA in Williamsburg now has a Flex look.

Persistence pays off for manager in Hawaii

Persistence has paid off well for David C. Turner, who recently sold Foodland, Hawaii's largest grocery chain, on self-service cigarette sales.

Turner, Reynolds Tobacco's general manager in Hawaii, spent almost two years trying to convince Foodland to switch to self-service. Making the sale was important to Turner because Foodland controls about 20 percent of Hawaii's grocery business, with each of its 27 stores moving about 700 cartons of cigarettes a week.

But Turner had what appeared to be an insurmountable obstacle. Foodland's director of Grocery Operations was quite happy keeping the chain on non-self-service, as it had been since the early 1960s.

"He was very difficult to see," Turner says. "But I persisted with phone calls and eventually started to get occasional appointments.

"The first year-and-a-half, he maintained that Foodland was not interested in self-service cigarettes."

But Turner persisted, approaching the chain from many angles.

Last November, Turner arranged a Friday afternoon appointment with Foodland's Retail Operations manager. The presentation included carton merchandising, package merchandising, promotional programs and cigarette profitability.

Luckily for Turner, the timing was right. The office was empty except for the Retail Operations manager and the company's new executive vice president, who decided to sit in on the presentation. Neither man gave Turner any feedback at the meeting.

But after a similar presentation to the director of Grocery Operations, Foodland accepted the program and

[redacted]

'Knowing personally of the problems that you had to overcome to achieve this great selling feat, please accept my sincere congratulations and "pat on the back" for a job well done.'

— D.W. Grout

[redacted]

signed a contract allowing RJR to put 156 universals and spinners in each of Foodland's stores.

"I was pretty excited about it," Turner recalls. "It was really rewarding. Any sale is good, but the ones that are hard to make are more rewarding."

Turner said the Foodland sale took him longer than any other in his 16-year career with the company. That is part of what made it so satisfying.

What also made it satisfying was the letter Turner received from Donald W. Grout, senior vice president - Sales.

"Knowing personally of the problems that you had to overcome to achieve this great selling feat," Grout wrote, "please accept my sincere congratulations and 'pat on the back' for a job well done."

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Source: https://www.industrydocuments.ucsf.edu/docs/qnfn0000

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pany President Gerald H. Long.

Marketed primarily to fashion-conscious female smokers, Ritz is a premium quality 100mm cigarette available in both menthol and non-menthol styles.

"Our objective is to market a new brand that will become the new standard of stylishness in the cigarette industry," said Long. "What sets Ritz apart from other female brands is its unique proposition — the first cigarette in the U.S. to be created in association with a fashion designer. In developing Ritz, we chose the most prestigious and most influential fashion designer in the world, Yves Saint Laurent."

The marketing elements of Ritz were designed to reinforce its imagery as a cigarette that complements the fashionable self-image of the female smoker, Long said.

The headline is "Ritz, the first luxury class cigarette created by Yves Saint Laurent." The advertising uses YSL's personally designed fashions throughout the campaign.

The visuals suggest romance, mystery and intrigue of a spirited, opulent lifestyle.

"The advertising for Ritz ranks among the most striking and luxurious ever created by Reynolds Tobacco," said Long. "The ads communicate that all of the inherent prestige and style consumers have come to expect from other Yves Saint Laurent products is now available in Ritz."

Yves Saint Laurent began his career at the House of Dior and last year was honored in a 25-year retrospective of his work at the Metropolitan Museum of Art — the first living fashion designer to be recognized by the museum. He is clearly regarded as the "king of fashion."

The Winston begins May 25

The first running of The Winston will be held at Charlotte Motor Speedway on Saturday, May 25. The race, with a purse of $500,000, is a new event announced by the company in December as part of an $11.25-million, five-year program designed to ensure that the NASCAR Winston Cup Series remains the premiere program in auto racing.

The other new program is the Winston Million, in which a driver can earn $1 million by winning three of the big four races in NASCAR — the Daytona 500, the Winston 500, the World 600 and the Southern 500. In the last 16 years, only three drivers have achieved such a feat.

The Winston will be stock car racing's version of an All-Star Game. Only drivers who won at least one race on the 1984 NASCAR Winston Cup circuit are eligible to compete in the 1985 race. In 1985, there are 12 eligible drivers: Winston Cup Champion Terry Labonte, Harry Gant, Bill Elliott, Dale Earnhardt, Darrell Waltrip, Bobby Allison, Ricky Rudd, Geoff Bodine, Richard Petty, Tim Richmond, Benny Parsons and Cale Yarborough.

Reynolds Tobacco President Gerald H. Long said that all proposals submitted by NASCAR tracks were carefully considered for the inaugural running of The Winston.

"In making our choice, we listed several key factors that the winning track had to meet," he said. "After much study and discussion, we are convinced that Charlotte best fits all of the criteria that we listed."

Long said he wouldn't be surprised if crowds of 100,000 or more attend both The Winston and the World 600, the Winston Cup race that will be held at Charlotte on May 26.

Nancy Reynolds dies at 74

Nancy Susan Reynolds, 74, the last surviving child of Richard Joshua Reynolds, the company's founder, died Jan. 10 at her home in Greenwich, Conn.

Nancy Reynolds was born in Winston-Salem, N.C., on Feb. 5, 1910. She was the second daughter and third child of Richard and Katharine Smith Reynolds. Her father died in 1918, and her mother in 1924. Her brother, Zachary Smith Reynolds, died in 1932; her sister, Mary Reynolds Babcock, in 1953; and her brother, Richard Joshua Reynolds Jr., in 1964.

Nancy Reynolds was well known in North Carolina for her philanthropy. She had a great interest in hospitals, higher education, historic preservation and many other charitable endeavors. The Z. Smith Reynolds Foundation, founded by Mrs. Reynolds, her brother Richard and their sister, makes annual grants in North Carolina of approximately $7 million.

J. Tylee Wilson, chairman and chief executive officer of R.J. Reynolds Industries, Inc., said, "Nancy Reynolds' death marks the passing of an era and the breaking of a valued tie with our company's founder. Nancy Reynolds' life was devoted to selfless service to others. Never seeking the limelight, she strongly believed that by helping people in tangible ways they would, in turn, be led to helping others."

Mrs. Reynolds is survived by four children and 11 grandchildren.

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Source: https://www.industrydocuments.ucsf.edu/docs/qnfn0000

1917 will be a good year

(Editor's note: Back in the early 1900s, Reynolds Tobacco published a Field Sales newspaper called "The Open Door." As you will see in the following column, reprinted from a 1917 issue of "The Open Door," some things have changed very little in the past 68 years. The language is somewhat flowery for our time, but the message is as valid today as it was when it appeared during the First World War.)

Well, this good old country of ours, as well as her citizens, got off to a good start January 1st; prosperity is running riot as shown by industrial and commercial reports of every kind, and the future looms brighter than the evening star on a clear winter evening.

A little over one month has passed since then — none of us have hardly had time to get up full steam, but most of 1917 is still ahead of us, and the "Door of Opportunity" is wide open. Did you, like most everyone else, get away on the drop of the flag, or are you still jockeying around the post trying to get a flying start?

That cloud of dust you see around the first bend is a bunch of your competitors who are scampering along the Track of Opportunity faster than a bunch of frightened Jack Rabbits. Are you going to stand still and merely watch them run around the circuit, or are you going to take after them with a vengeance? Standing still is not going to get you anywhere.

It is never too late to mend, and it is never too late to make a start.

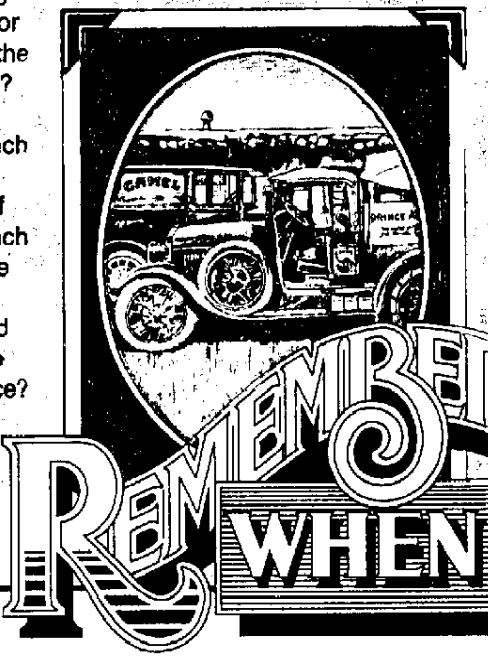
Come on, all of you, and let's get busy. It is the only way to annex prosperity and happiness. Let the past go to the bow-wows. You can not go back and pass over the same ground again; regrets are vain and useless. The future is what we must all figure on. Let's dig in. Make every minute count without hurrying; make every hour complete without worrying.

It is very unfortunate, of course, if those good New Year's Resolutions you made when the sun first peeped over the Eastern hills on January 1st are all broken into smithereens, but don't forget that 1917 is still wearing swaddling clothes, and you can handle it as easily as a baby.

Pause right here for a minute and contemplate what a wonderful creature you are. Beat your chest with pride and say "I will" and mean it when you say it. There are vast possibilities laying dormant within you. Arouse them! Get out on the firing line. Learn to love work. After all work is the best little game yet devised by man for man. The more active your brain the stronger it will grow — the more active your body the healthier it will be. With your brain and your body you can become the equal of any man — provided you train them properly.

All together now for a long, steady pull during the balance of 1917. Let's work. Let's be somebody. Let's don't be a drone, but go out into the fields and get the honey while the getting is good.

Let this be your guiding text during the balance of 1917: "By work I can rise, and by work I will rise." You can do it if you will. How about it — will you?



(Editor's note: A.D. "Hank" DeShazo, retired regional sales manager in the Miami sales region, recently sent the following. The piece, which was penned by an anonymous author, describes a salesman of a bygone era.)

What is a Salesman?

A salesman is a pin on a map to the sales manager, a quota to the factory, an overloaded expense account to the auditor, a bookkeeping item called "cost-selling" to the treasurer, a smile and a wisecrack to the receptionist, and a purveyor of flattery to the buyer.

A salesman needs the endurance of Hercules, the brass of Barnum, the craft of Machiavelli, the

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tact of a diplomat, the tongue of an orator, the charm of a playboy and the brain of a computer.

He must be impervious to insult, indifference, anger, scorn, complaint and be razor-sharp, even after drinking until dawn with a customer.

He must have the stamina to sell all day, entertain all evening, drive all night to the next town and be on the job fresh at 9 a.m.

He must be good at storytelling and willing to lose at golf and cards.

He wishes his merchandise was better, his prices lower, his commissions higher, his territory smaller, his competitors more ethical, his goods more promptly delivered, his boss more sympathetic, his advertising more effective and his customers more human.

But he is a realist who accepts the fact that none of this will ever be.

But he is an optimist, so he makes the sale anyway.

He lives or dies by the daily report.

He rolls his days away in a tedium of planes, trains and cars. He sleeps his nights away in cheerless hotel rooms.

Each morning he hoists onto his back the dead weight of last year's sales record and this year's quota and goes forth to do it all over again.

Yet, for all that, he is absolutely certain that tomorrow will be better and there is nothing he would rather do, anybody he would rather be — than a salesman.

"Remember When" is a history and nostalgia column that takes a second look at past events and activities of the R.J. Reynolds Tobacco Company's Field Sales force. Items to be considered for inclusion in this column should be forwarded to the Merchandiser ***editor.***

Idea exchange

When working a vending ride/with program, carry an assortment of business hours, in-out and push-pull decals. Many street locations are receptive to this advertising. This not only provides the location with a service, it also increases RJR exposure.
J.C. Gray
Green Bay, Wis., division

When placing locks on security units, put a set of lock keys with ring on the loop of the order book. This will cure the problem of lost keys.
C.B. Cowing III
South Boston, Mass., division

To keep track of the VPR (multi-brand) stickers, I run a tally sheet listing the store, number of stickers in the store and accumulation of all stickers, to prevent any difference in total stickers used and the dollar amount.
P.D. Divito
Youngstown, Ohio, division

Placing hydrostatic signs is easy if you follow this method. Air bubbles that are trapped inside can be flattened out with your metal binder book (1145 pad). Attach the top two corners, then run the book down the middle and then off to the sides. This will push the air out.
B.E. Fournier
N. Boston, Mass., division

When making brand change suggestions to vendors, one can graph the movement of the brands using information on our brand trends summary report. The graph is very helpful in convincing the vendor that the suggestion should be followed and new placements will result.
D.A. McKibbin
St. Paul, Minn., division

I have found that chain accounts are receptive to receiving photocopies of our coupon promotion activity sheets. By attaching them to their order books, the order clerks know in advance about our coupons.
M.G. Welten
Newark, N.J., division

If you ensure that the invoice's blue copy (which the division office receives for materials shipped) correlates with the same number of packing units used by the truck line, you simplify the verification of materials received.
T.J. Sullivan
Columbia, S.C., division

I keep a file of all valid contracts within my assignment (signed). If a noncompliance situation occurs, then, if necessary, the contractual agreement can be utilized immediately to help correct the problem.
K.A. Dingman Jr.
Minneapolis, Minn., division

Calling on several chains, I find it helps me to keep letters of authorization until the chain printout comes for the preceding quarter. On the letters of authorization, I put the promotion, draft payment codes, etc. In October, when reviewing the third quarter, what has been done in July can easily be found.
R.B. Overstreet
Beaumont, Texas, division

Shortly before a coupon hits, my division office sends me a letter detailing the coupon drop. This is a real asset in helping me build volume in my assignment.
B.L. Baird
Salt Lake City, Utah, division

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PROMOTIONS & APPOINTMENTS

S.C. Falco has been promoted to Merchandising Planning and Development manager in the Home Office Sales Department.

Falco joined the company in 1962 as a sales representative in the Houston, Texas, division and was promoted to assistant division manager in the Corpus Christi, Texas, division in 1966. He was transferred to the Denver, Colo., division in 1970, and was promoted to division manager in the Salt Lake City, Utah, division later that year.

After serving as division manager in the Phoenix, Ariz., division, Falco was promoted to Sales Training and Development manager for the Pacific/Mountain Sales Area in 1978. He was promoted to Merchandising manager in the Home Office in 1981.

S.C. Strickland has been promoted to Merchandising Planning and Development manager in the Home Office Sales Department.

Strickland joined the company in 1971 as a sales representative in the Charleston, S.C., division, and was promoted to assistant manager — Merchandising in the Atlanta, Ga., chain accounts division in 1974. He was promoted to assistant division manager in the Amarillo, Texas, division in 1976.

Strickland was promoted to assistant Merchandising manager - Operations in the Home Office in 1978, and was promoted to Merchandising manager in 1979.

Joan Wagoner has been promoted to Sales Information Systems coordinator in the Home Office Sales Department.

Wagoner joined the company in 1975 as a sales analyst in the Sales Administration and Training Department of RJR Foods. She transferred to Reynolds Tobacco in 1980 as a secretary in Sales Administration, and was promoted to senior secretary in 1981. She was promoted to Sales Administration coordinator in 1983.

D.R. Absher has been promoted to assistant division manager in the Lafayette, La., division.

Absher joined the company in 1981 as a sales representative in the Oklahoma City, Okla., division, where he was promoted to area sales representative the following year.

R.W. Bell has been promoted to assistant division manager in the Oakland, Calif., division.

Bell joined the company in 1981 as a sales representative in the San Fernando Valley, Calif., division, where he was promoted to area sales representative the following year.

Lucinda C. Sheer has been promoted to merchandising manager - field in the Cincinnati, Ohio, chain division.

Sheer joined the company in 1978 as a sales representative in the Cincinnati division, where she was promoted to area sales representative the following year.

. **T.G. Piskor** has been promoted to merchandising manager - field in the Minneapolis, Minn., division.

Piskor joined the company in 1981 as a sales representative in the Peoria, Ill., division, where he was promoted to area sales representative the following year.

Doris A. Beehler has been named military and institutional manager - field in the San Diego, Calif., division.

Beehler joined the company in 1979 as a sales representative in the San Francisco division, where she was promoted to area sales representative the following year. She was promoted to merchandising manager - field in the Seattle, Wash., division in 1982.

In memoriam

C.W. Boso, area sales representative in the Wichita, Kansas, division, died Feb. 4. He had 26 years of service with the company.

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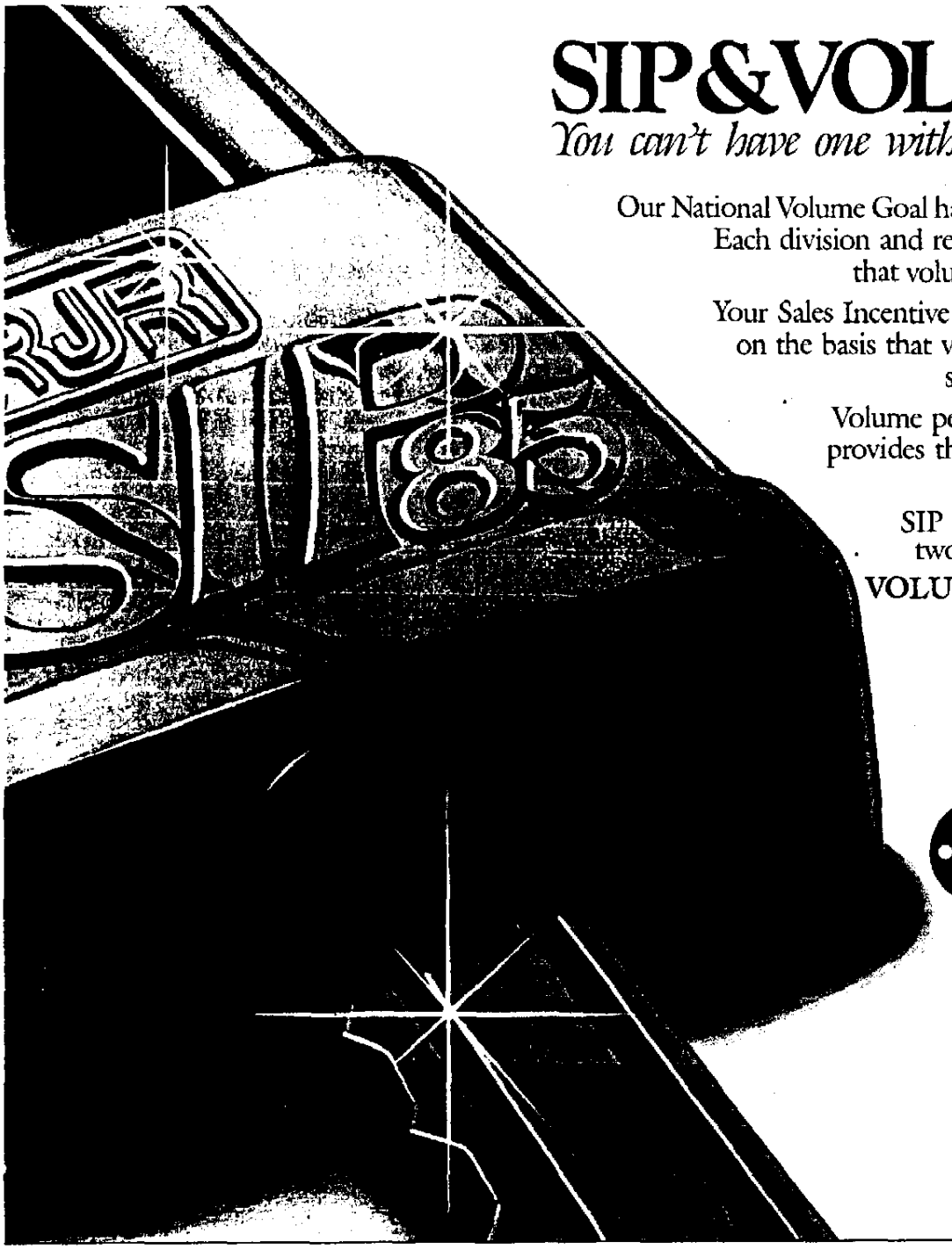

SIP & VOLUME

You can't have one without the other!

Our National Volume Goal has been set for 1985. Each division and region has a share of that volume goal to achieve.

Your Sales Incentive Plan was instituted on the basis that volume performance should be rewarded.

Volume performance, in turn, provides the capital to finance the SIP program.

SIP & VOLUME – the two go together – and

VOLUME IS THE KEY

SALES MERCHANDISER

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